DIVERSITY, EQUITY, INCLUSION, AND BELONGING

# STRATEGIC PLAN

Diversity • Equity • Inclusion • Belonging

Where Blue Devils Belong

DIVERSITY, EQUITY, INCLUSION, AND BELONGING STRATEGIC PLAN

## *Where Blue Devils belong.*

Duke Athletics is committed to cultivating and promoting a diverse, equitable, and inclusive environment. Our collective success within and beyond the competitive arena depends on each community member being and feeling welcomed, respected, and valued. Through continuous education, reflection, humility, and accountability, we strive to develop leaders who embody these ideals.

## Goal 1:

Embrace our diversity.

## Goal 2:

Expand our diversity through hiring, retention, and education.

## Goal 3:

Strengthen the sense of belonging within the Duke Athletics community.

Duke Athletics

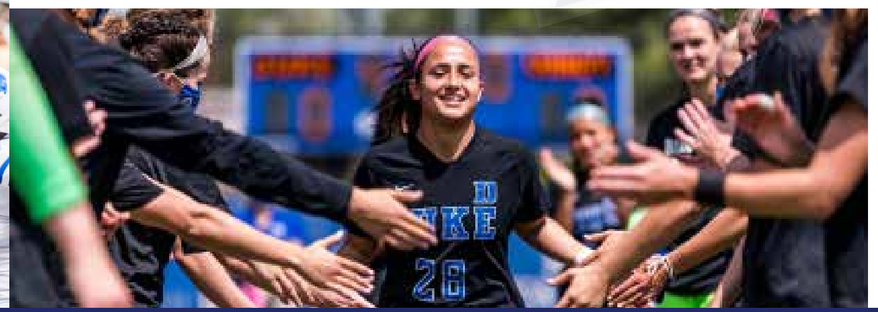
Diversity, Equity, Inclusion, and Belonging Strategic Plan

# Introduction:

## The Launch of the DEIB Strategic Plan

On June 18, 2020, Duke University President Vincent Price delivered a message to campus in recognition of "Juneteenth's message of liberation from oppression." Enclosed was an encouragement to reflect on the troubles of our nation's past and a call to action for the Duke University campus:

"We must take transformative action now toward eliminating the systems of racism and inequality that have shaped the lived experiences of too many members of the Duke community. That starts with a personal transformation, and I'm prepared to do that work. It must end in institutional transformation, and that is the hard work before all of us."






Duke Athletics took that charge from President Price and began the ambitious task of establishing a department-specific plan to implement meaningful, lasting change centered on diversity, equity, inclusion, and — a necessary element of our plan — belonging.

The DEIB Strategic Plan that follows will be the Duke Athletics Department's roadmap to becoming a beacon of diversity, equity, inclusion, and belonging, not just within the realm of college athletics, but for all organizations that share such lofty but essential values. We acknowledge that creating a diverse, equitable, and inclusive culture within our department is a never-ending process, and our efforts to achieve this goal must never cease. We hope our example provides a path that others can follow, both on our own campus and beyond.

A thread common among many championship-caliber teams, including our own programs here at Duke, is the unification of a group of diverse individuals toward a common goal, despite the unforeseen adversity, missteps, and challenges that arise along the way. The Duke Athletics Department is a team in itself, made up of more than 400 individuals and dozens of programs, coaching staffs and department units. The goal of the DEIB Initiative is for every member of our team to feel valued, validated, encouraged, and welcomed fully. Advancing this goal is an immense undertaking intended to create ripples that extend throughout Duke University's campus and beyond.

Nina King

Vice President, Director of Athletics &
Adjunct Professor of Business Administration

# Goal 1: Embrace our diversity.

Duke Athletics will foster a departmental culture that continuously celebrates and grows from the diversity of its coaches, staff, and student-athletes.

### Strategic Objective:

Build buy-in for the DEIB Strategic Plan across the entire department.

- Define the terms Diversity, Equity, Inclusion, and Belonging for all Duke Athletics personnel.
- Develop a mission statement that empowers Duke coaches, staff, and student-athletes to live out the defined DEIB values in all pursuits, both on campus and off campus.
- Implement a DEIB communications plan to be marketed throughout the department and woven into all orientation processes.

### Strategic Objective:

Build infrastructure that ingrains Duke Athletics' DEIB principles into the departmental culture and supports DEIB initiatives.

- Build an advisory group that monitors progress and holds department leadership accountabl to implement the DEIB Strategic Plan.
- Create a full-time position whose role is to lead the athletics department in its efforts to reach DEIB goals and implement initiatives.
- Dedicate a centrally located physical space for student-athletes and staff that will contain all DEIB resources and serve as a meeting space for DEIB initiatives.

# Goal 1: Embrace our diversity.

Strategic Objective:

Provide DEIB learning opportunities for Duke Athletics coaches and staff.

- Provide Duke coaches educational opportunities that aid with implementation or enhancement of DEIB within their programs.
- Train staff members on effective ways to engage in DEIB conversations with peers, supervisors, and direct reports.
- Encourage DEIB professional development by providing Duke Athletics personnel with financial support for attendance at DEIB conferences and workshops.

Strategic Objective:

Provide DEIB learning opportunities for Duke student-athletes.

- Incorporate DEIB into student-athlete working groups, including S.A.A.C., Captain's Table, LEAD and A.C.T.I.O.N.
- Review and update the Duke Student-Athlete Handbook so that all language, rules, and expectations align with Duke Athletics' DEIB commitment.

Strategic Objective:

Utilize storytelling methods to highlight DEIB within Duke Athletics and its impact among individuals and teams, on campus and in relevant communities.

- Launch an internal email series that highlights Duke coaches, staff and student-athletes and shares non-athletic information about each.
- Revamp marketing and branding materials to showcase cultures and diversity that accurately represent the DEIB-focused vision for Duke Athletics.
- Create a public online resource that details Duke Athletics' commitment to DEIB.
- Curate a multi-modal, DEIB-focused library that features stories and profiles about Duke student-athletes and personnel.
- Implement diversity programming into department gatherings, including multi-cultural foods, education, and culture shares.

# Goal 2: Expand our diversity through hiring, retention, and education.

Duke Athletics will elevate the diversity of its staff across all spectrums through thoughtful and intentional recruitment, hiring, and onboarding strategies.

### Strategic Objective:

Improve access to job vacancies for all employees/staff.

- Analyze job descriptions to eliminate potential barriers to recruiting diverse talent.
- Create a resource document for hiring managers that outlines processes and best practices for DEIB-focused hiring.
- Post all job vacancies in locations that will attract a diverse pool of candidates.

### Strategic Objective:

Strategically recruit and retain employees from a wide range of backgrounds.

- Expand the Open Door Initiative program beyond summer session.
- Post job vacancies internally before posting externally to promote growth and retention of current employees.
- Update the Duke Athletics Employee Manual to reflect the department's commitment to DEIB.
- Ensure a working environment conducive to DEIB by educating staff on the formal system for reporting bias incidents.

# Goal 2: Expand our diversity through hiring, retention, and education.

Strategic Objective:
Educate, empower, and require hiring managers and hiring committees to conduct job searches that genuinely consider candidates from a variety of backgrounds.

- Construct diverse search committees and engage those groups early in the hiring process, including initial resume assessments.
- Establish consistent hiring practices and approaches for all positions.
- Involve at least one student-athlete in the hiring process for positions that have direct contact and involvement with the student-athlete experience.
- Provide all hiring managers the opportunity to complete implicit bias training before their initial job search begins.

Strategic Objective:
Create an orientation and onboarding experience to Duke Athletics that promotes an inclusive work environment and allows new employees to form social connections organically within the department.

- Create a department-wide orientation process for hiring managers to use for all new athletics department employees.
- Require hiring managers to create an approved orientation process specific to their units that supplements the departmental orientation process.
- Establish a mentor program that connects new employees with coaches or staff members from a different unit.
- Hold monthly meetings and activities for new employees as a means to build camaraderie within the athletics department, the university, and Durham communities.
- Involve student-athletes in the orientation process for new employees.
- Provide new employees with DEIB training and resources during orientation.

# Goal 2: Expand our diversity through hiring, retention, and education.

Strategic Objective:

Annually assess departmental diversity through careful collection and analysis of employee and student-athlete demographics as well as surveys related to perception and experience.

- Conduct regular surveys of staff and student-athletes that assess department culture.
- Lead honest, candid, open discussions on the report findings in a way that is centered on department-wide ownership and growth.

# Goal 3: Strengthen the sense of belonging within the Duke Athletics community.

Duke Athletics will build an inclusive and collaborative community that values unique talents, skills, and perspectives among all employees and student-athletes.

## Strategic Objective:

Build camaraderie across the department via engagement opportunities that break through staff and student-athletes' existing silos.

- Reformat existing department gatherings, such as town hall meetings, to include intentional engagement opportunities for all staff.
- Host "Lunch and Learn" meetings throughout the year that include "culture shares" from members of the department.
- Create a digital platform accessible by the entire department that allows for inter-staff engagement, encouragement, and "shout-outs."
- Implement scheduled engagement opportunities that include both staff and student-athletes, such as field days and sport-specific staff clinics.
- Facilitate events and gatherings that bring together student-athletes from different teams, pairing them with individuals outside their teams.

## Strategic Objective:

Increase Duke Athletics' presence on campus by promoting opportunities for staff and student-athletes to engage with university partners and organizations outside athletics.

- Identify campus DEIB-related service opportunities and educational opportunities and encourage participation by Duke Athletics staff and student-athletes.
- Leverage institutional leadership connections to encourage campus partners to include specific Duke Athletics representatives on university committees, task forces, and advisory panels.
- Facilitate engagement opportunities beyond athletics events for Duke University staff, students, student groups, faculty, and alumni to engage with Duke Athletics staff and student-athletes.

# Goal 3: Strengthen the sense of belonging within the Duke Athletics community.

## Strategic Objective:

Strengthen bonds with the Durham community through service and engagement with city organizations, social justice initiatives, and community events.

- Encourage, reward, and celebrate staff and student-athlete participation in service opportunities within the Durham community.
- Facilitate opportunities for staff and student-athletes to attend and support community events, both as individuals and as representatives of Duke Athletics.
- Create opportunities for the Durham community to engage with Duke Athletics employees and student-athletes, both on campus and off campus.
- Launch a bi-annual "Days of Service" campaign in which staff and student-athletes volunteer together to help a local organization or city-sponsored initiative.
- Allow staff members a designated amount of paid "service hours" — separate from personal and vacation time — that they can use to volunteer at community events and initiatives.

# DEIB Committee Members

## Diversity, Equity, Inclusion, and Belonging Task Force

Committee Chairs: Michael Howard and Heather Ryan

Troy Austin, Deputy Director of Athletics/Development
Leslie Barnes, Associate Director of Athletics/Student-Athlete Development
Dan Brooks, Women's Golf Head Coach
Michael Howard, Managing Director/Recreation Facilities
Edwin Molina, Information Technology Specialist
Mitch Moser, Deputy Director of Athletics/Resource Development and Management & CFO
Chris Pollard, Baseball Head Coach
Dr. Heather Ryan, Deputy Director of Athletics/Student-Athlete Experience, Senior Woman Administrator
Dr. Felicia Tittle, Executive Director/Recreation & Physical Education
Carol Vergis, Executive Director of Resource Acquisition, Premium Events & Sales
Billy Zarzour, Director, Iron Dukes/Major Gifts

## Embracing Diversity Committee

Committee Chairs: Dan Brooks, Edwin Molina, and Carol Vergis

David Brochu, Director of Resource Acquisition, Premium Services & Hospitality
Dan Brooks, Women's Golf Head Coach
Will Cole, Assistant Director of Student-Athlete Development
Dave Harding, Executive Director of Blue Devil Network
Karen Jones, Trident Catering Director
Paige Knudson, Rowing Student-Athlete
Edwin Molina, Information Technology Specialist
Brittney Morrison, Assistant Director of Ticket Operations
Aldo Plata, Associate Athletic Trainer
Dr. Ginny Ramirez Del-Toro, Academic Dean for Student-Athletes
Sean Tate, Program Coordinator, Rubenstein-Bing Student-Athlete Civic Engagement Program
Naima Turbes, Cross Country/Track & Field Student-Athlete
Carol Vergis, Executive Director of Resource Acquisition, Premium Events, and Sales

# DEIB Committee Members

## Belonging Committee

Committee Chairs: Leslie Barnes and Chris Pollard

Leslie Barnes, Associate Director of Athletics/Student-Athlete Development
Jessie Broome, Coordinator of Business Operations
Lucy Callard, Swimming & Diving Student-Athlete
Kellie Catanach Johnson, Volleyball Associate Head Coach
Caroline Howley, Cross Country/Track & Field Student-Athlete
Courtney Mascarella, Assistant Director of Digital Media
Chris Policastro, Director of Recreation Facilities
Chris Pollard, Baseball Head Coach
Kelly Preussner, Associate Director of Academic Support Services
Heather Sample, Coordinator of Iron Dukes/Annual Fund
Claire M. Smith, Assistant Director of Sports Marketing
Dr. Shawn Zeplin, Assistant Director of Athletics/Behavioral Health

## Hiring, Retention & Orientation Committee

Committee Chairs: Mitch Moser, Felicia Tittle, and Billy Zarzour

Art Chase, Senior Associate Director of Athletics/External Affairs
Meeghan Ford, Assistant Director of Athletics/Compliance
Kieran Hall, Women's Soccer Associate Head Coach
Piper Hampsh, Field Hockey Student-Athlete
Glen Lanham, Wrestling Head Coach
Mitch Moser, Deputy Director of Athletics/Resource Development and Management & CFO
Dan Perlmutter, Director of Sports Performance/Head Olympic Sports Performance Coach
Holland Stam, Women's Soccer Student-Athlete
Felicia Tittle, Executive Director/Recreation & Physical Education
Meghan Weiseman, Assistant Director of Athletics/Employee Engagement and Experience
Jamal White, Associate Director of Athletics Facilities and Projects
Zach White, Assistant Director of Athletics/Iron Dukes Major Gifts
Billy Zarzour, Director, Iron Dukes/Major Gifts

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